

5 IMPROVEMENT PLAN

This chapter contains a summation of actions intended to improve the livability of the Mayfair SNI neighborhood, and reflecting the vision, goals and concepts set forth in Chapters 3 and 4. The actions listed in this chapter will guide the community and City in their efforts to address neighborhood concerns by: 1) strengthening existing community-based programs; 2) making physical improvements in the area; 3) improving or expanding City services; and 4) building partnerships between public agencies, the community, and other stakeholders to create positive changes. These focused efforts will be funded by a variety of sources. Some examples are: 1) City budget funds; 2) grants from outside sources; and 3) local fundraising efforts. In addition, the list of actions will also be used by the Redevelopment Agency to guide redevelopment efforts since Mayfair is designated as a Redevelopment Area. Redevelopment funds can be spent in any area where a redevelopment project area exists. Regardless of the type of action or source of funds, the success of the Plan depends upon a strong commitment from the City of San Jose, community members, and the Mayfair Improvement Initiative to implement the improvement items for the short- and long-term.

Mayfair is one of over twenty neighborhoods that have been selected to be part of the Strong Neighborhoods Initiative (SNI) process. The San Jose City Council will study the recommendations made in all of the SNI Neighborhood Improvement Plans, and make budgetary decisions based on each community's needs and sugges-

tions. Funding for items in the Neighborhood Improvement Plan will come from many different sources. Both the City and Redevelopment Agency have committed funds to SNI. Other resources from public agencies and private sector investments will also be sought out and attracted to help complete projects.

To facilitate the decision-making process of allocating funding and the timing of desired actions, each SNI neighborhood conducts a prioritization process where community members identify ten of the highest priorities among all of their desired actions. At a community-wide meeting in the Mayfair SNI area on August 2, 2002, residents prioritized the actions that were identified



Residents prioritizing actions for improvement at an August 2002 community-wide meeting

during the planning process by participating in two prioritization exercises. The two exercises – one based on individual desires, one based on costs – resulted in an aggregate “top fourteen”. (See Appendix A for the results of the prioritization exercises). Based on the information from the community prioritization workshop, the Neighborhood Advisory Committee (NAC) determined the composition of the final ten highest priority actions. The “Top Ten” priority actions determined by the NAC are discussed in detail below. Cost and funding information is provided where applicable. The remaining actions are organized topically and

described below. All of the improvement ideas are presented in summary format in the Action Matrix at the end of this Chapter.

The implementation of this Plan will require time. Although some of the actions proposed in this Plan can take place fairly quickly (Immediate: 0-18 mos or Short-term: 0-3 years), some actions will take a few years to achieve (Medium-term: 4 to 6 years), and other actions may ultimately take seven years or longer (Long-term). Several actions will require on-going attention by the City, community partners and community members.

A. TOP TEN PRIORITY ACTION ITEMS

1. Establish an Adult Learning Center

Issue

Community members expressed a strong interest in having increased adult education programs and additional well-equipped facilities in which to provide these programs. There are a number of ways to achieve this goal, ranging from establishing a new stand-alone adult learning center to dedicating use of space in existing facilities for adult learning programs. The types of adult education programs desired include the following topics: English as a Second Language (ESL), High School General Equivalency Diploma (GED), immigrant rights, computer classes, college extension classes and parenting classes.

Discussion

Residents stressed that the overall intent of this action item is to establish a place for an independent adult learning center whose facilities are accessible all day. The space for the adult learning center could be established in a new building or integrated into an existing facility. Office space for the agencies and organizations which provide services should be included in the programming and design of the space.

Establishing a new stand-alone building for an adult learning center would cost several million dollars (for land acquisition, construction, etc.). Other options that involve using existing space would cost less in terms of capital costs. For example, the Mexican American Community Services Agency, Inc. (MACSA) is planning to build space for its Family Learning Center, which could provide space for adult education classes after 3:00pm, when not in use by its charter school. Using MACSA's facility for adult education classes could cost \$200,000. Two hundred thousand dollars is not a fixed amount, it is an amount estimated by MACSA that would be used towards the construction of the building. Residents also suggested the possibility of investigating working with the Alum Rock School District (ARSD) to use its facilities for adult education programs when they are not otherwise in use.

While SNI money could be applied toward a one-time capital cost to a non-City organization, such as MACSA, there would be certain criteria



Residents are interested in increased adult education programs and facilities

that the organization's project would need to fulfill in order to be eligible for this funding. Additional coordination between the Redevelopment Agency and the organization would be required to ensure that the proposed project meets the Agency's requirements.

Based on preliminary analysis, operating an adult education center (including staffing and maintenance) could cost on the order of \$400,000 to \$600,000 per year, assuming the equivalent of five to six full-time employees (FTE). SNI funds cannot be used for operations and maintenance. The City would need to identify funds out of the regular City budget for these costs.

Other partners could bring additional funding to the project. Partnering agencies could be expected to run the adult education programs themselves, then the cost of establishing the adult education center would be limited to funding all or part of the construction of the space, depending upon which option is selected (to build an entirely new center, or using space that is already funded to some extent).

As an alternative, design of the expanded Mayfair Community Center could include space dedicated to adult education, since programming of space in the new community center has not yet been determined. The community sees an Adult Learning Center as a priority use in the new community center and could work with PRNS to accommodate this use in the project design.

¹ Departments in bold have primary responsibility for a specific action.

Action(s):

- 1a. Explore potential for establishing an Adult Education Center taking into consideration programmatic needs, site availability, capital and operating costs, and opportunities to integrate into an existing facility or provide dedicated space in a new facility.

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Redevelopment Agency¹**; Department of Parks Recreation and Neighborhood Services

- 1b. Decide whether to establish the Adult Learning Center in an existing facility or whether to construct a new facility.

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term (0 to 3 years)

Responsibilities: **Redevelopment Agency; Department of Parks, Recreation and Neighborhood Services**

- 1c. Identify existing community-based organizations which are good potential candidates for operating adult learning programs desired by the community.

Costs: Staff costs, absorbed in City budget

Timeframe: Immediate (0 to 18 mos.) and On-going

Responsibility and Partners: **Redevelopment Agency; Department of Parks Recreation and Neighborhood Services**

- 1d. Establish an Adult Learning Center as determined by Action Item 1b.

Costs: To be determined

Timeframe: Short-term (0 to 3 years)

Responsibilities: **Redevelopment Agency; Department of Parks, Recreation and Neighborhood Services**

- 1e. PRNS should work with the community to explore ways to integrate adult education uses when programming for the new Mayfair Community Center takes place.

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term Short-term (0 to 3 years)

Responsibility and Partners: **Department of Parks Recreation and Neighborhood Services**

Library Branch Facilities Master Plan. However, given the combined factors of the constraints Mayfair residents face in accessing existing library services and the high priority given to this improvement item by the community, the San Jose Public Library, in conjunction with the Redevelopment Agency, is willing to explore ways in which to bring a branch library to the community.

Discussion:

Establishing a new library in Mayfair will be a long-term project with a substantial cost. In order to roughly estimate the cost of building a new full-service library in Mayfair, certain assumptions have been made about building size, land acquisition and operating costs. Although some suggestions for locating a new library on non-City owned land, such as School District property, have been discussed, since no specific

2. Construct new library in Mayfair

Issue:

Residents would like to have a full-service branch library established in the Mayfair neighborhood. Although there are libraries near Mayfair, residents report that there are many factors that make it difficult for residents to access existing library services, as discussed in Chapter 4. There are no plans to construct a new library in the Mayfair neighborhood in the San Jose Public



Residents would like a new library to be established in Mayfair

location has been determined, the cost estimate presented below includes land purchase.

For reasons of efficiency, related to how much it would cost to build, operate and maintain such a facility, the minimum size facility that the San Jose Public Library would consider building is 10,000 square feet (sqft.). Although further study would be required to determine the actual size of a new library, the new library was assumed to be approximately 10,000 sqft. in the estimates provided below. The costs of establishing a new library would consist of one-time capital costs and annual operations and maintenance costs, as outlined below.

One-time Capital Costs:

Land Acquisition: \$1,000,000 to acquire one-acre sized site. (No site has yet been identified).
Library Building, Books and Equipment: \$6,600,000

Annual Costs:

Staffing, Operations and Maintenance: Approximately, \$400,000 to \$600,000 per year to operate.

The San Jose Public Library would need to locate a significant source of funding to cover both the capital and operating costs of this project. Approximately \$7,600,000 would be needed for one-time capital costs (land acquisition and construction). SNI funding would be needed to fund the capital costs related to this recommendation. Other sources of funding would also need to be

identified for the capital, as well as annual operating costs. While SNI Redevelopment funds, if available, could be used for the capital costs, Redevelopment funds cannot be used for operations and maintenance. The City would need to identify funding out of the regular City budget. City monies (e.g. General Fund, bond funding) could be allocated in the future but none is foreseen at this time.

During community meetings, residents suggested that the City consider options to locate the new library in the same building or adjacent to the desired new adult center (“Top Ten” Item #1) and/or the day worker center, to take advantage of potential savings in costs and resources. Given the long time frame to construct a new library, the City should also explore possible ways to improve access to existing library services in the interim.

Action(s):

- 2a. Given the long time frame to construct a new library, explore possible ways to improve access to existing library services, as discussed in detail in Chapter 4 and in non-Top Ten item #13 in Section B.

Costs: Costs to be determined

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **San Jose Public Library; Department of Parks, Recreation and Neighborhood Services; Community**

- 2b. Identify sources of funding needed to build a Public Library.

Costs: Approximately \$7,600,000 for one-time capital costs (land acquisition, design and construction). Annual operating costs of approximately, \$400,000 to \$600,000 per year.

Timeframe: Medium-term (4 to 6 years)

Responsibility and Partners: **Redevelopment Agency; San Jose Public Library**

- 2c. Identify potential sites for a new library in Mayfair. Explore the feasibility of locating the new library in the same building as or adjacent to other uses desired by the community, such as a new adult education center or day worker center.

Costs: Staff costs, absorbed in City budget

Timeframe: Medium-term (4 to 6 years)

Responsibility and Partners: **Redevelopment Agency; San Jose Public Library; Planning, Building and Code Enforcement**

- 2d. Acquire a site for a new library.

Costs: Approximately \$1,000,000 to acquire a one-acre site. A potential site has not yet been determined and costs could vary depending on size and location of site identified.

Timeframe: Long-term (7 to 10 years)

Responsibility and Partners: **Redevelopment Agency, Department of Public Works (Real Estate); San Jose Public Library; Planning, Building and Code Enforcement**

- 2e. Design the new library.

Costs: Approximately \$600,000 to design the new library

Timeframe: Long-term (7 to 10 years)

Responsibility and Partners: **San Jose Public Library; Department of Public Works; Planning, Building and Code Enforcement**

- 2f. Gather community input to determine the most appropriate mix of library programs, services, staffing, collections and technology for the new library.

Costs: Staff costs, absorbed in City budget

Timeframe: Long-term (7 to 10 years)

Responsibility and Partners: **San Jose Public Library; Community**

- 2g. Construct the new library.

Costs: Approximately \$7,000,000 to construct new library

Timeframe: Long-term (7 to 10 years)

Responsibility and Partners: **San Jose Public Library; Department of Public Works; Planning, Building and Code Enforcement**

3. Build more affordable housing, to help accommodate existing Mayfair residents that presently live in overcrowded conditions.

Issue

Increasing the availability of high quality, permanently affordable housing, especially for existing Mayfair residents is an important issue to the community. Moreover, approximately 33.8% of the population in Mayfair is under 18 years of age according to the 2000 U.S. Census figures, which suggests that family housing is needed in this area. Residents specifically recommended that the City look at ways to streamline the planning processes, for non-profit builders of affordable housing.

Discussion

The City does not currently directly build housing; therefore, it sees its primary responsibility as creating a climate that fosters the development of housing, including affordable housing, in the community. The City's Department of Housing administers a number of programs that seek to improve, preserve and increase the supply of affordable housing in the City. Such programs include:

- ◆ predevelopment financing
- ◆ new construction financing (acquisition, construction, permanent)

- ◆ acquisition/rehabilitation financing for large apartment complexes
- ◆ homebuyer assistance
- ◆ rehabilitation grants and loans for small owner-occupied and rental properties
- ◆ assistance to homeless shelter/service providers.

Currently, the only affordable housing inclusionary requirement in the City of San Jose applies to designated Redevelopment Areas; as required by State of California law, 15-20% of new housing projects in Redevelopment Areas, which includes all SNI areas, are required to be affordable units. Since Mayfair, as well as the 19 other SNI areas, are now designated as a redevelopment area, 20% of all new housing units built in projects over 10 units in size in the Mayfair area, or any SNI area, will need to be units affordable to lower and moderate income households. In an effort to increase the overall supply of affordable housing throughout San Jose, the City is also investigating adopting an inclusionary housing ordinance that would require that 10% of all new housing projects Citywide to be affordable housing units.

Community members stressed that they wanted new affordable housing or transit-oriented development (TOD) only if it benefited current Mayfair residents, perhaps even giving residents priority for the new units. While community

members understand that a program that explicitly gives priority to existing residents is not legal under fair housing laws, they would like new housing projects in the area to be marketed to current Mayfair residents. New housing projects in the area could be “affirmatively marketed” to Mayfair residents to ensure that they would hear about housing opportunities as soon as they were available (e.g., placing announcements in newsletters, setting-up temporary toll-free informational phone numbers, organizing buyers’ education meetings, etc.). The City might consider partnering with community-based organizations, such as the Mayfair Improvement Initiative, in its outreach efforts to

ers and owners regarding recommended density, style, location, visual appearance and residency requirements for development in the Mayfair neighborhood. Residents would like the City to consider the Mayfair Housing Plan as part of this Plan, or the City’s General Plan, if that is feasible and appropriate.

The key City policy regarding affordable housing is that available funding be directed primarily to lower-income households. This policy applies across the board to all affordable housing programs. In detail, the policy states:

- ◆ At least 60% of affordable housing funds should benefit very low-income households, which are those at or below 50% of area median income, by household size (in 2003*, the upper end of this income range for a family of four persons was \$52,750)



Examples of family rental and senior affordable housing projects in San Jose

- ◆ At least 25% of affordable housing funds should benefit low-income households, which are those between 51% and 79% of area median income, by household size (in 2003*, the upper end of this income range for a family of four persons was \$82,100)
- ◆ Up to 15% of affordable housing funds may benefit moderate-income households, which are those between 80% and 120% of area median income, by household size (in 2001*, the upper end of this income range for a family of four persons was \$126,600)

** Income limits are established by HUD and the State Department of Housing and Community Development, and are updated annually.*

Many residents expressed concern that the City's funding for affordable housing would not adequately address Mayfair's needs with approximately 80% of the neighborhood's residents being very-low income. Thus, residents would like the City to consider changing its policy regarding affordable housing such that the amount of affordable housing funds benefitting very-low income households be increased from 60% to 80%.

The Housing Department is always looking for suitable sites for affordable housing. The challenge in Mayfair, as is the case within most of the City, is that many areas are already well-developed and there is little vacant land available. The community can assist the Housing Department in identifying potential sites (with inter-

ested owners). The Housing Department would be interested in investigating the feasibility of developing housing on sites recommended by the community.

Concern about overcrowding without causing extensive displacement has led the community to strongly advocate that more high-quality affordable housing needs to be built in this area. Thus, in making decisions about sites and types of new affordable housing projects, a policy of preserving existing neighborhoods should be the City's highest priority.

Action(s):

- 3a. Pursue the development of affordable housing in Mayfair, with high priority given to affordable housing for families and seniors. The City should develop new incentives to encourage the development of affordable housing. The City's Housing Department should continue to pursue partnering with developers to build more affordable housing within the Mayfair area and should consider establishing targets for developers of new affordable housing units within and adjacent to Mayfair.

Costs: Staff costs, absorbed in City budget

Timeframe: Immediate-term (0 to 18 mos.) and On-going

Responsibility and Partners: **Housing Department; Redevelopment Agency; Planning, Building and Code Enforcement**

- 3b. Should the owners of high priority sites not be willing to sell, the Redevelopment Agency should consult with the community to consider whether to use the power of eminent domain to acquire the properties and make them available to affordable housing developers.

Costs: Staff costs, absorbed in City budget. Costs associated with property acquisition to be determined

Timeframe: On-going

Responsibility and Partners: **Redevelopment Agency;** Housing Department

- 3c. Work with residents to identify sites for residential and mixed-use projects with a priority on avoiding displacement of current residents. The City should also work with residents to establish priorities regarding what type of housing (i.e., ownership or rental) and for whom the housing is intended (i.e., singles or family).

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Housing Department;** Department of Planning, Building and Code Enforcement; Community

- 3d. Finish and review the Mayfair Housing Plan (prepared by the Enterprise Foundation for the Mayfair Improvement Initiative) after it has been completed, and consider inclu-

sion of some of its components in the City's General Plan, and/or otherwise use its recommendations to guide decisions about housing.

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Housing Department;** **Department of Planning, Building and Code Enforcement;** **Mayfair Improvement Initiative**

- 3e. Work with community to initiate General Plan Amendments and Zoning changes as needed to allow high density housing in appropriate areas, which attracts affordable housing.

Costs: Staff costs, absorbed in City Budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **District 5 Council Office;** **Planning, Building and Code Enforcement;** Community

- 3f. Consider changing policy regarding affordable housing to direct that at least 80% of affordable housing funds should benefit very-low income housing households.

Costs: Staff costs, absorbed in City Budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Housing Department,** **City Council**

- 3g. Work with SCVWD to evaluate whether it is feasible to develop transit-oriented, residential or mixed-use affordable housing on the excess land from the parcels acquired by SCVWD as part of its planned improvements to Lower Silver Creek.

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Housing Department;** Santa Clara Valley Water District (SCVWD)

- 3h. The City should require as a condition of funding that developers actively market to the residents of an affected neighborhood, by working with the NAC and other neighborhood groups to explore ways to effectively disseminate information to existing Mayfair residents about the availability of new housing units as new projects are approved and constructed.

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Redevelopment Agency; Housing Department**

4. Upgrade street lighting throughout the neighborhood to meet current standards.

Issue

Residents have reported that inadequate lighting in the neighborhood contributes to making areas conducive to crime and negative activity, discourages pedestrian activity and generally creates an unsafe environment. Residents would like all of the street lights in Mayfair to be brought up to current City of San Jose construction standards in order to improve public safety.

Discussion

The City's Department of Public Works (DPW) is responsible for installing new street lights (within City incorporated areas), while the Department of Transportation is responsible for issues related to improving and maintaining existing street lighting.

Community Development Block Grant (CDBG) funding has been secured to install new street lights on a portion of the streets in the neighborhood as part of the "Mayfair 2002 Street Lighting Project". Construction on the street lighting project has begun and is expected to continue through December 2002. As a result of the efforts of MII and neighborhood residents, approximately 100 new lights have been or

are planned to be installed. This project will install a combination of standard lights on steel poles and lights mounted on wood poles.

The cost of the street lights range from \$1,500 for a wood pole mounted light to \$12,000 for a steel pole powered by underground wiring. DPW would need to conduct a study to estimate the location, number and type of new or improved lights needed before the precise cost of bringing all remaining street lights up to current standard (that will not be covered by the current CDBG funding) can be determined. However, based upon the magnitude of the current project, DPW estimates that replacing all of the remaining lights in Mayfair could be in the range of \$2,000,000 to \$3,000,000.

Action(s):

- 4a. Determine locations and numbers of new and improved street lights required to meet current standards. The community should identify priorities among the identified lights.

Costs: Staff costs, absorbed in City budget
Timeframe: Short-term (0 to 3 years)
Responsibility and Partners: **Department of Public Works; Community**

- 4b. Estimate the cost of implementing street light improvements identified in Action 4a.

Costs: Approximately \$10,000 to conduct a study to precisely assess the cost of replacing the lights.
Timeframe: Short-term (0 to 3 years)
Responsibility and Partners: **Department of Public Works**

- 4c. Identify funding.

Costs: Staff costs, absorbed in City budget.
Timeframe: Short-term (0 to 3 years)
Responsibility and Partners: **Redevelopment Agency; Department of Public Works**

- 4d. Install street lighting on designated streets.

Costs: Approximately \$2,000,000 to \$3,000,000 to implement street light improvements in Mayfair, according to preliminary estimates. These costs cannot be accommodated by the City Budget as it now stands. Additional funds from SNI monies would be needed.

Timeframe: Short-term (0 to 3 years)
Responsibility and Partners: **Department of Public Works**

5. Enhance collaboration and communication between the Police and the Mayfair community.

Issue

The residents of Mayfair report a need for a stronger police presence in the neighborhood. Continuing to improve communication between the Police Department and the residents is fundamental to ensuring that trends in crime are even further reduced and do not increase in the future. This can only happen through strong police presence, community policing efforts, and increased community awareness. Thus, the actions in this section are geared towards finding ways to use and augment existing resources to build a strong social infrastructure that stems from fostering a strong relationship between the community and the Police Department.

Discussion

Potential ways to strengthen police presence in the area could be achieved by increasing staffing assigned to the area, or by improving the outreach and communication between the police and the community. Potential increased staffing would cost approximately \$100,000 per staff member. SNI funds cannot be used for operations and maintenance, thus the City would need to identify funding out of the regular City budget. Since no funding is currently identified for increased staffing, such increases are not called out in the steps for this action item. The Police Department believes that it can work with other

City SNI staff and the community to resolve some of the neighborhood's problems and concerns through targeting existing resources, as described in detail in Chapter 4, to increase Police presence and address the particular concerns and issues in the Mayfair neighborhood.

Several options to improve the outreach and communication between the Police and the community could be explored including initiating the Neighborhood Watch program in Mayfair, extending the current six-month rotation schedule of beat officers, or by establishing a satellite office in existing or proposed space in the Mayfair neighborhood. Costs for City staff to help community members initiate a Neighborhood Watch program would be minimal and covered under the City budget. A network of Neighborhood Watch volunteers is an important resource that can leverage any Police Department efforts. One of the most effective means of deterring criminal activities is constant, informal surveillance by local residents and merchants. This provides for a level of attention that the police would never be able to replicate.

Extending the current six-month rotation will allow beat officers to have a more substantial and effective length of time to develop a relationship and level of trust with an area's residents and business owners. Changing the rotation schedule of beat officers constitutes a policy change, and thus, no cost has been estimated. However, it is important to note that the cur-

rent rotation schedule is in the Police Union contract and any changes in terms would have to be negotiated. A satellite office would be used by beat officers at certain times, during which residents could have the opportunity to drop-in and interact with them. Establishing a satellite office to improve outreach and communication between the Police and the community could be achieved at minimal cost by using existing or proposed community or private facilities. For example, a space could be programmed into the new community center for multi-purpose uses including providing a designated area for Police Department use.

The Neighborhood Advisory Committee (NAC) and other community-based organizations should invite beat officers to attend regularly scheduled neighborhood meetings. This Plan recommends that in addition to widening the spectrum of people attending neighborhood



Increasing police presence and fostering communication between the community and the Police is a high priority concern among residents

association meetings, there should be focused outreach efforts through other channels to disseminate information, such as through schools and church groups. Owners of apartment buildings also need to be involved as both they and their tenants would benefit from information about community policing issues and possible solutions. Beat officers and Crime Prevention officers should make presentations at meetings scheduled through these groups.

At any of these regularly scheduled meetings or special events, translation should be provided when necessary. Scheduling meetings that accommodate differing work schedules, and providing free food and childcare are some examples of ways to increase interest and ability to attend such meetings. Existing media outreach, such as the Silicon Valley Crimestoppers and El Guardian, should be used to publicize these meetings.

The City Budget could cover these action items. Additional funds from Strong Neighborhoods Initiative monies may be needed for targeted outreach efforts (e.g. for associated costs for translation, childcare and food). Other potential sources of funding could also be investigated, such as the Weed & Seed grant that the City of San Jose has been awarded through the federal Crime Bill to address violent crime and drug abuse issues. Similar to the City's Project Crack-down model, this program's philosophy is to "weed out" criminals who participate in violent crime and drug abuse, attempting to prevent their return to the target area. "Seeding" brings

human services to the area, encompassing prevention, intervention, treatment and neighborhood revitalization.

Action(s):

- 5a.** The Neighborhood Advisory Committee (NAC) and other community-based organizations should invite beat officers to attend regularly scheduled neighborhood meetings.

Costs: Volunteer hours

Timeframe: Immediate-term (0 to 18 mos.)

Responsibility and Partners: **Neighborhood Advisory Committee; Community-based organizations; Community**

- 5b.** Increase and improve outreach to the public with the purpose of informing them about community policing issues and how to contact the Police. Neighborhood organizations, beat officers, the Office of Crime Prevention, schools, church groups and owners of apartment buildings should participate in outreach and communication efforts.

Costs: Staff costs, absorbed in City budget and volunteer hours

Timeframe: Immediate-term (0 to 18 mos.)

Responsibility and Partners: **Police Department; Community-based organizations; Schools; Non-profit organizations**

- 5c.** Work with community to initiate Neighborhood Watch program in Mayfair.

Costs: Staff costs, absorbed in City budget.

Timeframe: Immediate-term (0 to 18 mos.)

Responsibility and Partners: **Community; Police Department (Office of Crime Prevention)**

- 5d.** The Neighborhood Advisory Committee (NAC), with appropriate City staff as needed, should help coordinate efforts to increase interest and facilitate residents' participation in crime prevention programs such as Neighborhood Watch.

Costs: Staff costs, absorbed in City budget and volunteer hours

Timeframe: Immediate-term (0 to 18 mos.)

Responsibility and Partners: **Neighborhood Advisory Committee; Community; Police Department**

- 5e.** Work with the community to determine appropriate types and levels of Police assistance to address specific community concerns.

Costs: Staff costs, absorbed in City budget.

Timeframe: Immediate-term (0 to 18 mos.)

Responsibility and Partners: **Police Department; Community**

- 5f. Reevaluate the policy of rotating beat officers every six months and consider the option of extending it to one-year rotations, as well as staggering rotations.

Costs: Staff costs, absorbed in City budget.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Police Department; City Council; Office of the City Manager**

- 5g. Locate a site and establish a satellite office for Police use to improve outreach and communication between the Police and the community.

Costs: Staff costs, absorbed in City budget.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Police Department; Department of Parks, Recreation and Neighborhood Services**

Addressing gang activities is a high priority concern to the community

6. Increase gang prevention and intervention programs and activities in Mayfair

Issue

Residents are concerned about a resurgence of gang activity in the neighborhood. Residents report that existing City programs to address gang activity are effective, however, increased

education and awareness about the programs and services available, as well as targeting efforts to the Mayfair neighborhood for both youth and adults, is desired.

Discussion

The City currently offers a number of programs that provide a range of prevention, intervention and suppression programs, services and resources, which are discussed in detail in Chapter 4. The San Jose Police Department has a Violent Crimes Enforcement Team (VCET) and Gang Investigations Unit (GIU) which provide targeted gang services to the City of San Jose.

Many of these programs and services would be covered by the City budget at existing levels of service. Increasing awareness about the available programs and services through newsletters and events would be an important resource that could leverage any efforts by the Police Department and PRNS. Moreover, efforts that comprise



Addressing gang activities is a high priority concern to the community

the City's larger safety and gang prevention and intervention strategies, as identified in the Mayor's Gang Prevention Task Force Strategic Plan, have historically been a focal point for additional funding and grants provided to the City's neighborhoods.

The City would need to work with the community to explore whether additional staff is needed for these programs to meet the community's needs, or whether existing staffing combined with increased education and outreach to Mayfair residents about current programs is adequate. For estimating purposes, the annual cost of hiring two to three additional staff members for PRNS' gang prevention and intervention programs would be approximately \$150,000 to \$200,000 per year.

SNI funds cannot be used for operations and maintenance. The City would need to identify funding out of the regular City budget.

Action(s):

6a. Work with the community to increase outreach to and education of Mayfair residents about existing gang prevention and intervention programs; coordinate with community-based organizations and programs, such as Neighborhood Watch teams, the Safe Schools Initiative and San José Best, to increase prevention and intervention.

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Parks, Recreation and Neighborhood Services** (Youth Intervention Services Division); **Police Department** (Violent Crimes Enforcement Team and Gang Investigations Unit)

6b. Evaluate existing programs for gang prevention and intervention and work with community to determine whether they can be applied to the Mayfair neighborhood. If inadequate, explore alternatives and identify additional resources as needed.

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Parks, Recreation and Neighborhood Services; Police Department**

6c. Implement program strategy and add additional staff if determined to be needed per Action 6b.

Costs: Annual cost of \$150,000 to \$200,000 to hire two to three additional staff members for gang intervention and prevention programs. Since SNI funds cannot be used

for operations and maintenance, the City needs to identify other funding out of the regular City Budget to fund these additional staffing costs.

Timeframe: Short- to Medium-term (0 to 6 years)

Responsibility and Partners: Department of Parks, Recreation and Neighborhood Services, Police Department

7. Investigate identified neighborhood traffic issues; develop, review and implement traffic calming plan.

Issue

Traffic and pedestrian safety is an important issue to the residents of Mayfair. Community members report that speeding and drivers ignoring stop signs make it difficult for pedestrians, especially children, to travel safely through the area, especially when traveling to and from

neighborhood schools, Mayfair Park and other community facilities, many of which are located along busy arterial streets. In addition, high volumes of cut-through traffic on residential streets, and blind turns caused by sight obstructions from parked cars were also major traffic concerns cited by residents. The community expressed the need for additional traffic control measures to enhance safety for pedestrians.

Discussion

The 55 traffic issues identified by the community during the Mayfair planning process have been referred to the City's Department of Transportation (DOT). DOT will conduct studies and field investigations to determine the most effective possible solution for each issue. For projects that require Level I or II solutions, DOT will work with affected parties to gain community input on the proposed traffic calming solution. The measures proposed by the community to address each issue are presented in Ap-



Traffic calming is a high priority issue for Mayfair residents. Examples of some traffic calming devices such as speed bumps (left) and cross walk (right) are shown above.

pendix B of this Plan. The DOT should work on a neighborhood-by-neighborhood basis to review the traffic calming issues, as listed in Appendix B. Those community members who will be most affected by traffic calming changes must have a chance to share their ideas and concerns. DOT will also consider the total effect of traffic calming in any one neighborhood to ensure that the actions being proposed will not simply push a problem to an adjacent street or neighborhood.

After the agreed upon traffic calming solutions have been implemented for Level I and II projects, Monitoring should occur in order to assess their effectiveness. In the past, the monitoring has worked best with assistance from community volunteers who serve as liaisons between DOT and the neighborhood. The DOT should consider partnering with community-based organizations, such as the Mayfair Improvement Initiative, to organize community participation to monitor effectiveness of implemented traffic calming solutions.

Costs for traffic calming solutions will need to be determined. If traffic calming solutions warrant a Basic traffic-calming device, such as signage, pavement or curb parkings, then DOT would absorb that within its current budget resources. However, if Level I or Level II studies and devices are needed, it is possible that the cost of all of these action items cannot be accommodated by the City Budget as it now stands. Additional funds may be needed to meet the expectations of the neighborhoods. In addition to SNI

monies, there may be the potential to apply for grant funding from the Metropolitan Transportation Commission's (MTC) "Transportation for Livable Communities" program.

Action(s): See Appendix B for list of traffic calming issues.

7a. Explore traffic issues presented in Appendix B.

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Transportation**

7b. Work with affected communities to determine priority order of traffic calming studies.

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Transportation; Community**

7c. Work with affected residents, businesses and property owners to develop traffic calming plans.

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Transportation; Community**

7d. Implement traffic calming plans.

Costs: Costs to be determined.

Timeframe: Short- to Medium-term (0 to 6 years)

Responsibility and Partners: **Department of Transportation**

7e. Monitor completed traffic calming measures for effectiveness.

Costs: Staff costs, absorbed in City budget and volunteer hours

Timeframe: Medium-term (4 to 6 years)

Responsibility and Partners: **Department of Transportation; Community**

8. Implement a neighborhood cleanliness and open space and environmental education campaign

Issue

Residents of Mayfair have expressed a desire to keep their neighborhoods clean and free of unsightly litter and garbage. Achieving this goal requires efforts initiated by the community as well as by the City. These efforts include enforcement of existing regulations, improvement of street sweeping services; organizing community clean-up events; and increasing education and outreach about available programs and services regarding alternatives to litter and dump-

ing. Appreciation of open space is another recommended method to instill a sense of pride in Mayfair residents about maintaining a clean neighborhood.

Discussion

Litter and Dumping

Currently, each City Council District receives funding for approximately five neighborhood clean-up events, per year District. Mayfair is in District 5 and is represented by Councilmember Nora Campos. Neighborhoods can make a request to their Council offices that a clean-up event be held in their community. However, there is typically a three-year cycle between clean-up events in any one particular neighborhood. Currently, SNI Redevelopment Agency funds have been allocated to pay for one additional clean up per year per SNI area for five years, regardless of whether the item is ranked as a “Top Ten” priority item, and the first clean-up for SNI would probably occur in the spring of next year. If a clean-up event is chosen as a “Top Ten” item, the implication would be that the SNI area would receive its first clean-up earlier in the next year. This program will be administered by Code Enforcement. Typically, costs for clean-up events are approximately \$13,000 per clean-up. Funding for regular clean-up events is covered by the City budget.

At the time when such clean-ups are organized, the community, with support from the District 5 Office, PRNS (Neighborhood Services) should

disseminate information about the events. The City might consider partnering with community-based organizations, such as the Mayfair Improvement Initiative, in its outreach efforts. The community has specific direction for these events, which are discussed in more detail in Chapter 4.

To address dumping of large items, options explored could include organizing regularly scheduled days when the pick-up of large items could occur, and large-bin clean-up events on an ad hoc basis, perhaps in conjunction with other events that bring the community together. The City might consider partnering with community-based organizations, such as the Mayfair Improvement Initiative, in its outreach efforts to residents.

There are also a number of other City programs that deal with litter and garbage. Environmental Services Department (ESD) provides curbside recycling and garbage services. ESD tends to bring its presentations and program materials primarily out to Citywide events but communities can request ESD presence at a community event and staff members will bring information about a variety of topics including recycling, water conservation, and habitat preservation.

The Mayor’s “Anti-Litter Campaign”, launched in Spring 2002, is a program designed to raise awareness about the issue and is currently largely volunteer-based. The program does not yet have specific funding for clean-ups. The Anti-Litter

Program helps communities “claim their neighborhood” through graffiti-removal and its “Pick Up San Jose” program which addresses illegal dumping. Individuals can become volunteers for this program and Environmental Services will pick up extra bags of litter that are collected. In addition, groups can arrange weekend community litter pick-up events. Garbage bags, litter sticks, vests and gloves are provided by “Pick Up San Jose” and the Department of Transportation picks up the garbage. The Anti-Litter Program conducts presentations to communities about the services they provide. These presentations can include before and after clean-up pictures, as well as pictures of the litter situation in other communities, for comparison.



Example of a “No Parking” during street sweeping hours signage

Community Action and Pride Grants (CAP) are intended for individual neighborhood groups (both established and emerging) proposing projects, services and activities that foster or enhance safety, reduce blight and crime, and improve the quality of life in a neighborhood. Neighborhood Associations apply for these grants. PRNS and the Neighborhood Development Center (NDC) staff are available to guide the associations through the application process.

There is also the potential to apply for matching grant funding from the San Jose Beautiful program. San Jose Beautiful is a volunteer-driven program founded in 1986 to promote the beautification of San Jose through community advocacy, education and empowerment. Beautification matching grants are awarded to neighborhood groups for implementation of community improvement projects across the City.

PRNS might consider partnering with community-based organizations, such as the Mayfair Improvement Initiative, in its outreach efforts about these grant programs.

Street Sweeping

The Environmental Services Division (ESD) and the Department of Transportation (DOT) would be responsible for working with the community to study ways to improve street sweeping in the neighborhood. Improving street sweeping could be addressed by conducting “enhanced sweeps” in certain areas, which are targeted out-

reach efforts in conjunction with the SNI group. As of July 2002, street sweeping occurs twice a month. ESD currently provides regular notice about street sweeping to residents once a year. Additional reminders about when street sweeping will occur in the neighborhood could be provided through channels such as the Mayfair newsletter.

Another potential option that could be explored would be to install “No Parking” during street sweeping hours in the neighborhood. If signage is installed in Mayfair, DOT should consider providing signage that has text in Spanish and Vietnamese, in addition to English.

The Neighborhood Advisory Committee (NAC) should work with community organizations, such as the Mayfair Improvement Initiative to ensure that additional reminders about street sweeping schedules are placed in the Mayfair neighborhood newsletter and other neighborhood publications. These reminders should be provided in Spanish and Vietnamese, in addition to English.

Open Space and Environmental Education Programs

The Department of Parks, Recreation and Neighborhood Services (PRNS) would be primarily responsible for assisting the neighborhood in learning about local programs, services and events, and implementing a nature and open space appreciation campaign. PRNS runs a num-

ber of educational programs at the City's parks, community centers and community gardens, and runs the Park Ranger Program, which brings local park rangers to schools to talk about environmental issues. The Junior Ranger Program offers a series of events to children. Happy Hollow Park and Zoo have an outreach program to educate children about animals and the environment. The community can request PRNS presence at a community event to present information about its programs.

PRNS could also work with the community to coordinate with other organizations that offer outdoor/environmental educational programs. For example, PRNS could work with the community and local schools to request assistance from the Santa Clara Valley Water District (SCVWD) in organizing environmental educational activities focused on Lower Silver Creek. There is also a non-profit organization called the Youth Science Institute that provides educational programs for the community out of Alum Rock Park.

The community, with support from PRNS, should increase community awareness about programs relating to learning about and appreciating nature.

Action(s):

Litter and Dumping

- 8a.** Promote the City's programs regarding disposal of litter, household waste, dumping and recycling at community meetings and events.

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Planning, Building and Code Enforcement (Code); Department of Parks, Recreation and Neighborhood Services; Environmental Services Department; Neighborhood organizations; Community**

- 8b.** The Community should take the lead in inviting City representatives to address these issues at community and school events.

Costs: Volunteer hours

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Community**

- 8c.** Explore other strategies including a Mayfair anti-litter campaign, for increasing community awareness about reducing litter and alternatives to dumping.

Costs: Staff costs, absorbed in City budget

Timeframe: Immediate- to Short-term

Responsibility and Partners: **Department of Planning, Building and Code Enforcement**

ment (Code); Department of Parks, Recreation and Neighborhood Services; Community

- 8d. PRNS should assist the community to plan a community-wide “neighborhood pride” event that serves to disseminate information about alternatives to dumping and reducing litter, as well as about available environmental and outdoor education programs and services.

Costs: Costs to be determined

Timeframe: Immediate- to Short-term (0 to 3 years)

Responsibility and Partners: **Department of Parks, Recreation and Neighborhood Services; Community**

- 8e. Work with the community to explore options for residents to dispose of large items.

Costs: Staff costs, absorbed in City budget

Timeframe: Immediate- to Short-term (0 to 3 years)

Responsibility and Partners: **Department of Planning, Building and Code Enforcement (Code); Department of Parks, Recreation and Neighborhood Services; Community**

- 8f. Code Enforcement and PRNS should work with the community to identify general community clean-up needs and explore options for achieving such clean-up.

Costs: Staff costs, absorbed in City budget

Timeframe: Immediate- to Short-term (0 to 3 years)

Responsibility and Partners: **Department of Planning, Building and Code Enforcement (Code); Department of Parks, Recreation and Neighborhood Services; Community**

- 8g. Code Enforcement officers should issue citations to individuals observed dumping items or littering. Since citations can only be issued if the act of dumping is observed, community members should report the license plate number of anyone observed dumping items to the Code Enforcement Division.

Costs: Staff costs, absorbed in City budget

Timeframe: Immediate- (0 to 18 mos.) and Ongoing

Responsibility and Partners: **Department of Planning, Building and Code Enforcement (Code); Community**

- 8h. DOT should continue to remove large items dumped in the public right-of-way.

Costs: Staff costs, absorbed in City budget
Timeframe: Immediate- (0 to 18 mos.) and Ongoing
Responsibility and Partners: **Department of Transportation**

- 8i. The District 5 Council Office and PRNS should work with the community to explore how to fund and organize an additional clean-up event (in addition to the five clean-ups per Council District and the SNI funded annual clean-up for each SNI area).

Costs: Approximately \$13,000 per clean-up
Timeframe: Short-term (0 to 3 years)
Responsibility and Partners: **District 5 Council Office; the Department of Parks; Recreation and Neighborhood Services; Planning, Building and Code Enforcement (Code Enforcement Division); Environmental Services Department; Community**

Street Sweeping

- 8j. DOT should work with the community to consider ways to improve street sweeping in Mayfair.

Costs: Staff costs, absorbed in City budget
Timeframe: Short-term (0 to 3 years)
Responsibility and Partners: **Department of Transportation**

- 8k. Community organizations should keep informed of current sweeping schedules and disseminate updates to Mayfair residents, property owners and businesses.

Costs: Volunteer hours
Timeframe: Immediate- (0 to 18 mos.) and Ongoing
Responsibility and Partners: **Community-based organizations; Community**

Open Space and Nature Appreciation

- 8l. Work with the Neighborhood Advisory Committee (NAC) to explore ways to increase awareness at community meetings and events about outdoor and environmental education programs offered through the City and regional parks.

Costs: Staff costs, absorbed in City budget
Timeframe: Short-term (0 to 3 years)
Responsibility and Partners: **Department of Parks, Recreation and Neighborhood**

Services; Santa Clara Valley Water District;
Neighborhood Advisory Committee;
Non-profit organizations; Community

- 8m.** PRNS should assist the community in applying for grants, such as the Community Action and Pride Grants (CAP) and matching grants from the San Jose Beautiful program, as applicable, to help fund the actions described above.

Costs: Staff costs, absorbed in City budget

Timeframe: Immediate- to Short-term (0 to 3 years)

Responsibility and Partners: **Department of Parks, Recreation and Neighborhood Services; Community**

9. Improve employment assistance and employment programs for all Mayfair workers

Issue

Finding well-paying, stable employment is a major concern of Mayfair residents. Many residents raised concerns about having access to adequate services for finding jobs, job training, learning English, as well as related issues such as access to child care and adequate transportation and transit. Access to these services and jobs, regardless of citizenship status, is of primary concern to the community. The community

recognizes that there are a number of available programs which assist job seekers to find jobs and/or obtain job training but feels that these programs sometimes lack the necessary capacity and/or focus and frequently fail to adequately publicize themselves. In the final analysis, the Mayfair community feels it needs *effective* employment assistance whether through current programs, enhanced programs or new programs. A major issue then is determining what constitutes “effective” employment assistance and how to achieve it.

Discussion

Since program awareness is an obvious problem and one of the easiest to address, the appropriate City Departments, e.g. the Office of Economic Development (OED), should begin by working with the Neighborhood Advisory Committee (NAC) and other community-based organiza-



Improving opportunities for Mayfair residents to find well-paying, stable employment is a high priority to the community

tions, such as the Mayfair Improvement Initiative to increase outreach and awareness about existing employment programs offered by OED and Silicon Valley Workforce Investment Network (SVWIN).

At the same time, the Office of Economic Development (OED) and PRNS (Youth Services Division) should work with the community to determine the specific needs of Mayfair's working population and whether those needs can be met by existing employment assistance programs or will need to be augmented by additional services. A series of performance or utilization targets should be developed by which to judge the effectiveness of Mayfair residents' usage of the existing programs. All of the participants in this process should bear in mind that job development is not a primary City of San Jose function and community expectations may at some point outstrip the City's reach. It may also be desirable or necessary to engage consultant services to determine the community's employment assistance needs and how best to meet them.

Action(s):

9a. Work with the Neighborhood Advisory Committee (NAC), other community-based organizations and relevant employment assistance programs to increase outreach and awareness about existing employment programs including those offered by OED and Silicon Valley Workforce Investment Network (SVWIN).

Costs: Staff costs, absorbed in City budget
Timeframe: Immediate- to Short-term (0 to 3 years)

Responsibility and Partners: **Office of Economic Development, Silicon Valley Workforce Investment Network;** Department of Parks, Recreation and Neighborhood Services; Neighborhood Advisory Committee; Community-based organizations; Community

9b. Work with the community to determine the specific needs of and opportunities for all of Mayfair's working population and local industries.

Costs: Staff costs, absorbed in City budget
Timeframe: Immediate- to Short-term (0 to 3 years)

Responsibility and Partners: **Office of Economic Development; Silicon Valley Workforce Investment Network;** Community

9c. Work with the community and program providers to determine if and how community employment assistance needs can be met by existing employment assistance programs or will need to be augmented by additional services.

Costs: Staff costs, absorbed in City budget
Timeframe: Immediate- to Short-term (0 to

3 years)

Responsibility and Partners: **Office of Economic Development; Silicon Valley Workforce Investment Network; Community**

- 9d. If existing programs are deemed to be inadequate, or potentially inadequate, for Mayfair community purposes, engage the services of an appropriate consultant to develop a strategy for how the Mayfair community workforce can best be developed and fully employed.

Costs: Costs to be determined

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Office of Economic Development; Community**

- 9e. Implement policies and actions as recommended by 9b.

Costs: Costs to be determined

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Office of Economic Development; Community**

- 9f. Establish partnerships with unions for job training and apprenticeship programs (i.e., masons) preferably with pay.

Costs: Costs to be determined

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Office of Eco-**

nomic Development, local chapters of unions of professions and trades applicable to Mayfair workers; Community

10. Support the Proportionate Increase of Homeowners to Renters in Mayfair

Issue

Increasing homeownership is an important goal of the Mayfair community. Community members feel that a higher proportion of homeowners would help create a sense of ownership in the neighborhood as a whole, and would contribute to the community's long-term stability. A very high percentage of Mayfair residents are currently renters, slightly under 60% as reported in the 2000 U.S. Census, as compared with 39% for the City of San Jose as a whole.



The community is interested in new homeownership programs that will be accessible to greater numbers of residents.

The Department of Housing currently offers only limited programs to assist low and moderate income people to become homeowners. Mayfair residents are interested in significantly increasing programs designed to assist greater numbers of current Mayfair renters to become homeowners that are accessible to individuals without regard to citizenship if realistic, or possible. The community is particularly interested in having some type of “lease-to-own” program, which would be tied through “sweat equity” incentives to the rehabilitation of currently blighted rental properties; currently there are no “lease-to-own” programs as described by the community available in San Jose. Residents also suggested that any new or expanded ownership programs should be tied in some way to the rehabilitation of currently blighted rental properties.

Discussion

Eligibility for the Department of Housing’s limited homeownership programs is currently restricted to first-time homebuyers in ownership developments financed by the City and to public school teachers. The City and Redevelopment Agency have designated Neighborhood Housing Services Silicon Valley (NHSSV) as their agent to provide homeownership assistance to lower income individuals. NHSSV has received a total of \$4 million of grant funding from the Housing Department and the Redevelopment Agency to capitalize the Home Venture

Fund – which provides homeownership assistance in the form of silent second mortgages – and an additional \$2 million is in the Agency’s 2002-03 budget for this purpose. Lower-income homebuyers and home purchases in Strong Neighborhoods areas are eligible for greater amounts of assistance. NHSSV also operates a variety of other programs, including homebuyer education, assistance to homeowners in targeted neighborhoods for rehabilitating and maintaining their properties, and an acquisition/rehabilitation/resale program to convert single-family rental properties into homeownership opportunities.

Costs for the programs described above are covered under the existing City budget and funding provided to NHSSV. The City/Agency contributions to the NHSSV’s HomeVenture Fund leverage contributions from commercial lending institutions. Second mortgages provided either by the City or the HomeVenture Fund leverage first-mortgage financing from outside sources.

As no “lease-to-own” programs as desired by the community exist in San Jose, the Housing Department would need to explore potential options for such programs as well as other programs or program enhancements for assisting more current renters to becoming homeowners. The challenge in Mayfair, is to find a way to make these programs accessible to residents who often do not qualify due to minimum income

requirements. The City should explore financing opportunities for current Mayfair renters, both on and off leases, for a lease-to-own program in conjunction with the rehabilitation of existing, blighted rental properties. This may include an incentive to owners to sell to renters in addition to leveraging or integrating HUD 203(k) home purchase loan funds.

Action(s):

10a. Explore financing opportunities and potential expanded and/or new programs for assisting current Mayfair renters to become homeowners.

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Housing Department, Redevelopment Agency;** Neighborhood Housing Services of Silicon Valley

10b. Explore the potential for establishing one or more “lease-to-own” programs for assisting current Mayfair renters to become homeowners.

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Housing Department, Redevelopment Agency;** Neighborhood Housing Services of Silicon Valley

10c. Explore the potential for tying current or new homeownership programs to the rehabilitation of existing, blighted rental properties.

Costs: Staff costs, absorbed in City budget

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Housing Department, Redevelopment Agency;** Neighborhood Housing Services of Silicon Valley

10d. Establish feasible programs resulting from 10a, b and c above.

Costs: Costs to be determined

Timeframe: Medium- to Long-term (4 to 10 years)

Responsibility and Partners: **Housing Department, Redevelopment Agency;** Neighborhood Housing Services of Silicon Valley

B. SUMMARY OF ALL ACTION ITEMS

This summary includes all 33 action items discussed by the community during this planning process. Detailed discussion of the ten highest priority actions is shown above in Section A.

Education

1. Establish an Adult Learning Center

This item was given “Top Ten” status by the community. This is discussed as “Top Ten” #1 in Section A.

2. Improve quality of education in Alum Rock School District

Action(s):

- 2a. Continue to stay involved and keep the School District informed of their concerns.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Community;**
Alum Rock School District

- 2b. Consider partnering in appropriate ways to support the School District in its performance improvements with community to support.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **City Council;**
Alum Rock School District; **Community**

Employment and Economic Development

3. Develop a Day Worker strategy for Mayfair

Action(s):

Develop a Mayfair-specific strategy that will address day workers’ needs, which could include assisting organizations, such as St. Vincent de Paul, to find suitable space to locate services to house their day worker programs. These City departments should also work with the community to ensure that the particular needs of the day workers of the Mayfair SNI area are addressed.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **City Manager’s Office;** **Redevelopment Agency;** **Non-profit organizations** such as St. Vincent de Paul; **Community**

4. Improve employment assistance and employment programs for all Mayfair workers

This item was given “Top Ten” status by the community. This is discussed as “Top Ten” #9 in Section A.

of new options to meet the needs of small business owners.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Office of Economic Development;** local businesses

5. Increase outreach and assistance to support current and future Mayfair small business owners

Action(s):

5a. Work with the Neighborhood Advisory Committee (NAC) to increase outreach to home-based and micro-businesses in the area to inform them of business assistance services and financing and loan programs available from the City and its partner organizations. The City might consider partnering with the Mayfair Improvement Initiative or similar community organizations in its outreach efforts.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Office of Economic Development;** Neighborhood Advisory Committee; Community-based organizations

5b. Work with the local community to inform businesses in the area about available existing resources and explore the development

6. Support immigrant rights, including adopting the use of the Matricula Consular as legal identification for immigrants

Action(s):

Continue to work with the community to advocate for immigrant rights.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **City Council; Community**

Housing

7. Build more affordable housing particularly for families and seniors

This item was given “Top Ten” status by the community. This is discussed as “Top Ten” #3 in Section A.

8. Allow second units (“granny units”) to be built on existing single-family properties

Action(s):

- 8a.** Explore the feasibility of allowing second units on existing single-family properties, particularly existing large and deep single-family lots. Such a policy change could be tested through a pilot program which could preferably include affordability requirements for the second unit.

Timeframe: Medium-term (4 to 6 years)

Responsibility and Partners: **Department of Housing; City Council; Planning, Building and Code Enforcement**

- 8b.** Consider developing a second unit amnesty program that would allow property owners to legalize existing second units that meet or could meet health and safety codes. Consider locating additional funding to assist property owners to bring second units up to code if possible.

Timeframe: Medium-term (4 to 6 years)

Responsibility and Partners: **Department of Housing; City Council; Planning, Building and Code Enforcement**

9. Support the Proportionate Increase of Homeowners to Renters in Mayfair

This item was given “Top Ten” status by the community. This is discussed as “Top Ten” #10 in Section A.

10. Encourage home rehabilitation and landscape improvement programs, especially for renters and absentee owners

Action(s):

- 10a.** Code Enforcement Division and the Housing Department should encourage property owners to enhance the appearance and function of properties through improvements by publicizing the City’s home rehabilitation and improvement grant and loan and paint grant programs among existing residents.

Timeframe: Immediate (0 to 18 mos.) and On-going

Responsibility and Partners: **Department of Housing; Department of Planning Building and Code Enforcement (Code Enforcement Division)**

- 10b.** Individual property owners should enhance existing housing by improving the appearance and function of their properties.

Timeframe: Immediate (0 to 18 mos.) and On-going

Responsibility and Partners: **Individual property owners**

- 10c.** Work with the Neighborhood Advisory Committee (NAC) to identify who would be contacted and subsequently, schedule the training workshops that Code Enforcement has already developed. Such workshops include:

- ◆ **Property Management Seminar.** This workshop is designed to provide property managers and owners with basic management techniques for screening tenants, writing rental contracts, and enforcing house rules. Training also includes routine maintenance techniques.
- ◆ **Tenant Seminar.** This workshop is designed to educate renters about their rights and responsibilities and how they can help in the routine upkeep of their units.
- ◆ **Housing Rehabilitation Applications Seminar.** This workshop is designed to help property owners to complete and submit applications for Housing Rehabilitation Loans and Grants.

In particular, the Code Enforcement Division and PRNS should encourage property owners who are absentee landlords in the Mayfair area to attend property management classes.

Timeframe: Immediate (0 to 18 mos.) and On-going

Responsibility and Partners: **Department of Planning, Building and Code Enforcement (Code Enforcement Division); Department of Parks, Recreation and Neighborhood Services; Neighborhood Advisory Committee**

- 10d.** Explore options creation of a “point of sale” code enforcement procedure that would require that properties be brought up to City health and safety code standards when they are sold.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Housing; Planning Building and Code Enforcement**

- 10d.** Investigate purchasing properties that continue to have code violation issues.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Public Works (Real Estate Division); Redevelopment Agency**

11. Establish design standards for new development in Mayfair

Action(s):

Work with the community to develop a Mayfair-specific booklet which should include design guidelines for new development and blight ordinance enforcement in the neighborhood, as part of its SNI Home Improvement Program.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Housing; Department of Planning, Building and Code Enforcement; Community**

Library

12. Construct a new library in Mayfair

This item was given “Top Ten” status by the community. This is discussed as “Top Ten” #2 in Section A.

13. Improve existing library services in Mayfair, with the possibility of creating new library-type spaces in existing buildings

Action(s):

13a. Explore ways to improve existing library services available to the Mayfair community, such as offering targeted outreach to Mayfair residents about services and classes offered at existing libraries; adjusting the hours of some libraries and/or the Book-mobile service; increasing the Spanish language collections of some libraries, and; establishing additional computer terminals to access library services at community facilities in the neighborhood.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **San Jose Public Library**

13b. Work with the community to explore ways to incorporate reading or resource room uses when programming for the new Mayfair Community Center takes place.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Parks, Recreation and Neighborhood Services; Community**

13c. Work with the community to explore ways to increase transportation options for the community to access nearby branch libraries. Potential options could include scheduling regular field trips from the Mayfair Community Center or partnering with other organizations to provide a shuttle service to nearby libraries.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Parks, Recreation and Neighborhood Services; Community**

Open Space and Beautification

14. Fund Mayfair Park improvements

Action(s):

Consider funding the Phase IV of the planned improvements to Mayfair Park, as outlined in the Mayfair Park Master Plan with SNI funding, in addition to searching for other funding sources.

Timeframe: Short- to Medium-term (0 to 6 years)

Responsibility and Partners: **Department of Parks, Recreation and Neighborhood Services**

15. Implement a neighborhood cleanliness campaign

This item was given “Top Ten” status by the community. This is discussed as “Top Ten” #8 in Section A.

16. Create walking trails along Lower Silver Creek

Action(s):

16a. Pursue working with SCVWD to explore the potential of having the maintenance road along the section of the creek in Mayfair to serve as a publicly-accessible recreational trail, as it is already doing in other sections of Lower Silver Creek.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Parks, Recreation and Neighborhood Services; Santa Clara Valley Water District**

16b. Work with the community to ensure that features desired by the community are incorporated into the trail where possible.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Parks, Recreation and Neighborhood Services; Santa Clara Valley Water District; Community**

17. Increased code enforcement

Action(s):

- 17a.** Increase the enforcement of regulations pertaining to abandoned and inoperable vehicles.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Planning, Building and Code Enforcement (Vehicle Abatement Section, Code Enforcement Division)**

- 17b.** Consider assisting the community to organize a voluntary program, or consider providing a stipend to people to leave informational notices on abandoned or inoperable vehicles with follow-up by Code Enforcement.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Community; Planning, Building and Code Enforcement (Code Enforcement Division)**

18. Limit long-term parking of commercial vehicles on streets

Action(s):

Work with the community to compile a list of the streets in Mayfair where parking of large vehicles is reported to be an issue. The City might consider partnering with community-based organizations, such as the

Mayfair Improvement Initiative, to gather input from the community. The Planning Department should also assist the community to forward information to the appropriate section of the Department of Transportation (e.g. parking enforcement or traffic calming).

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Planning, Building and Code Enforcement; Department of Transportation; Community; Community-based organizations**

19. Explore developing a Children's Sports Field (grades 1-5) at Mayfair Park or Cesar Chavez Elementary School

Action(s):

Consistent with strategies stated in Greenprint to provide more recreational facilities efficiently through public/private partnerships, PRNS should explore the feasibility of entering in to a partnership with the Alum Rock School District to build a sports field at the Cesar Chavez Elementary School site.

Timeframe: Short- to Medium-term (0 to 6 years)

Responsibility and Partners: **Alum Rock School District; Department of Parks, Recreation and Neighborhood Services**

Public Safety

20. Enhance collaboration and communication between the Police and the Mayfair community

This item was given “Top Ten” status by the community. This is discussed as “Top Ten” #5 in Section A.

21. Upgrade street lighting throughout the neighborhood to meet current standards

This item was given “Top Ten” status by the community. This is discussed as “Top Ten” #4 in Section A.

22. Increase gang prevention and intervention programs and activities in Mayfair

This item was given “Top Ten” status by the community. This is discussed as “Top Ten” #6 in Section A.

23. Increase domestic violence support programs

Action(s):

23a. Increase awareness in the community about the resources available that address domes-

tic violence and child/elder abuse.

Timeframe: Short-term (0 to 3 years) and On-going

Responsibility and Partners: Police Department (Family Violence Unit); County Social Services Agency

23b. Work with the community to determine whether augmentation of existing services or increased resources to attract community-based organizations to provide increased outreach and support for domestic violence cases, with a focus on programs with a proactive approach.

Timeframe: Short-term (0 to 3 years) and On-going

Responsibility and Partners: Police Department (Family Violence Unit); Community

24. Restrict alcohol sales near schools

Action(s):

24a. As discussed in detail in Chapter 4, licenses permitting businesses to sell alcoholic beverages come from the State of California Department of Alcoholic Beverage Control (ABC). The District City Council Office receives notices of all requests for alcohol licenses in the District. City staff should work with the City Council and residents

to form a neighborhood “Alcohol Issues Committee” to:

- ◆ Work with the City Council to track new applications to ABC and write letters of opposition to new licenses in the area
- ◆ Work with the City to establish a cap on the number of licenses in the area
- ◆ Put pressure to close alcohol sales establishments within close proximity to schools
- ◆ Hold restaurant/bar owners accountable for serving too many drinks to customers
- ◆ Pressure liquor stores and others to stop selling certain products such as fortified wine and malt liquors
- ◆ File Public Nuisance Abatements against troublesome businesses/restaurants.

The City might consider partnering with community-based organizations, in its outreach efforts to residents.

Timeframe: Short-term (0 to 3 years) and On-going
Responsibility and Partners: **City Council; Community;** Community-based organizations

24b. Continue to work with representatives from the State of California Department of Alcoholic Beverage Control (ABC) to develop

policy recommendations to improve the liquor permitting process.

Timeframe: Short-term (0 to 3 years) and On-going
Responsibility and Partners: **City Council;** State of California Department of Alcoholic Beverage Control

25. Convert Sunset Court to City ownership

Action(s):

25a. The property owners in this area should determine whether they would agree to dedicate the requisite land.

Timeframe: Short-term (0 to 3 years)
Responsibility and Partners: **Relevant property owners along Sunset Court;** Department of Planning, Building and Code Enforcement; Department of Public Works

25b. Provide assistance to relevant property owners along Sunset Court to proceed in making this section of road public, once the property owners have all agreed to dedicate their land.

Timeframe: Short-term (0 to 3 years)
Responsibility and Partners: **Department of Planning, Building and Code Enforcement; Department of Public Works;** Relevant property owners along Sunset Court

26. Create a neighborhood association

Action(s):

Provide the resources and direction necessary to the community to form a neighborhood association. PRNS should consider partnering with community-based organizations in its outreach efforts to residents about forming a new neighborhood association. The new neighborhood association, in conjunction with the Neighborhood Advisory Committee (NAC) should contribute to the implementation of the Mayfair Neighborhood Improvement Plan through direct participation in many of the action items as well as through outreach to the larger community.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Parks, Recreation and Neighborhood Services; Neighborhood Advisory Committee; Community;** Community-based organizations

27. Develop a Mayfair interfaith network

Action(s):

Coordinate with local organizations and churches to develop a network of faith-based and professionals to provide support for families. The Neighborhood Advisory

Committee (NAC) might consider seeking assistance from community organizations in its efforts to coordinate with these other organizations and in its outreach efforts to the community-at-large.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Neighborhood Advisory Committee; Community;** Community-based organizations; local churches

28. Increase outreach about drug and alcohol awareness programs

Action(s):

28a. The City does not directly provide any substance abuse or prevention programs, however it does provide grant funding for agencies that do provide such services. PRNS should facilitate communication between these service providers, the Neighborhood Advisory Committee (NAC) and the community. PRNS might consider partnering with community-based organizations in its outreach efforts about these programs.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Parks, Recreation and Neighborhood Services; Neighborhood Advisory Committee; Community;** Community-based organizations

28b. Work with the Neighborhood Advisory Committee (NAC) to increase outreach in the community about the resources available relating to drug and alcohol awareness programs. PRNS might consider partnering with community-based organizations in its outreach efforts to the community.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Parks, Recreation and Neighborhood Services; Neighborhood Advisory Committee; Community; Community-based organizations**

29. Establish of a community bulletin board and meeting place for residents

Action(s):

Explore the possibility of dedicating space to serve as a community bulletin board to circulate information about community meetings and events and a meeting place for residents to network about neighborhood issues when programming for the new Mayfair Community Center takes place.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Department of Parks, Recreation and Neighborhood Services; Community**

Traffic and Pedestrian Safety

30. Investigate identified neighborhood traffic issues; develop and implement traffic calming plan

This item was given “Top Ten” status by the community. This is discussed as “Top Ten” #7 in Section A.

31. Enhance pedestrian safety

Action(s):

Work with the community to explore ways to increase education and outreach about pedestrian safety and to identify pedestrian amenities that would address their concerns. The City and community should also consider working with organizations such as Walk San Jose, as part of its education and outreach efforts.

Timeframe: Short-term (0 to 3 years) and On-going

Responsibility and Partners: **Department of Transportation, Community; Non-profit organizations**

32. Increased and improved bus service**Action(s):**

Consider submitting a letter to VTA to consider three recommendations for improving bus services (e.g. increase evening services, establishing new services on San Antonio, and maintaining existing bus service while BART and light rail are being built) during the annual service planning process.

Timeframe: Short-term (0 to 3 years)

Responsibility and Partners: **Neighborhood Advisory Committee (NAC); Community; Valley Transportation Authority (VTA)**

33. Build light rail station at Sunset Avenue and Alum Rock Avenue**Action(s):**

As discussed in Chapter 2 of this Plan, the exact mode of transit planned for Alum Rock Avenue portion of VTA's Downtown East Valley Transit Improvement Project (DTEV) has not yet been determined. VTA will explore and determine the appropriate transit mode (including enhanced bus, streetcar and light rail) and station locations of the Santa Clara/Alum Rock corridor by working with the community, City of San Jose and Redevelopment Agency staff.

Timeframe: Short- to Medium-term (0 to 6 years)

Responsibility and Partners: **Valley Transportation Authority (VTA); Redevelopment Agency**

